

ROBERT R. JENNINGS, Ed. D.

Commissioner of Higher Education/CEO

Educational Enterprise

Desirous of facilitating and guiding employees in attaining central objectives. Balancing internal and external initiatives to build sustainable organization; develop and target customer-centric programs and services that reach projected goals. Have expertise in public K-12 school education and in determining future needs of diverse customers.

Areas of Expertise

Strategic Planning & Execution • Operational & Financial Management • Policy Development
Fundraising • Grants/Contracts Development / Management • Program Development

Critical Leadership Initiatives

- Increased enrollment by 56% above targeted projections (**Administrator/Gems, Inc.**)
- Increased endowment by \$2.3M in two years and achieved Challenge Grant Projections first time in 12-year history and received largest Legislative increase in 132-year history (12%); established NASA, NSF and USAID Programs (**President & CEO/Alabama A&M University**)
- Secured Chief Evaluation Grant for \$18M Infrastructure Project for five Historically Black universities (**Executive Vice President/COO/Future Focus 2020, Babcock Graduate School of Management, Wake Forest University**)
- Developed agency-wide training courses that led to reduction in case backlog (**U. S. Equal Employment Opportunity Commission**)

Professional Career Summary

Gems, Inc., Union City, Georgia • 2008 – Present

Two state-licensed learning academies serving children 6 weeks to 12 years and personal care homes serving adults including seniors with special needs.

Administrator

Manage day-to-day affairs of both agencies including staff development training, marketing and quality control. Oversee team of 20 employees, 150 children and a budget of \$1M. Report to Board of Directors.

- Recruitment – 56% above target projections
- Staff Recruitment and Stability – Reduced turnover by 60 percent
- Secured state approved and state-paid Georgia Pre-Kindergarten Program

Alabama Agricultural and Mechanical University, Normal, Alabama • 2005-2008

A comprehensive research-oriented land-grant university providing baccalaureate and graduate studies including doctoral degrees in engineering, business, education, science and technology, military science, and the arts.

President / CEO

Oversaw all University operations including fundraising, personnel, program development, fiscal matters, planning and constituent relations. Maintained P&L accountability, oversight and complete management of a \$140M budget. Provided leadership to a team of eight senior managers and 998 employees in five schools comprising the University.

- Raised \$4M for scholarship endowment program, first in history
- Secured largest Legislative increase in 132-year history, 12 percent
- Acquired first AA Bond rating and secured \$15 M for Wellness Center construction
- Increased government grants/contract portfolio by \$6 million annually.
- Corrected State Examiners of Public Accounts deficiencies more than four years old.
- Developed an Academic Review Process to meet SACS standards

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Future Focus 2020, Babcock Graduate School of Management Wake Forest University, Winston-Salem, North Carolina • 1998-2005

A futurist think-tank assisting corporate, governmental, educational, nonprofit and faith-based organizations to understand the social, technological economic, environmental and political trends affecting the mid to long-term future.

Executive Vice President/Chief Operating Officer

Reporting to the CEO, managed the day-to-day affairs including P&L, oversight and complete management of the business. Designed and maintained programs and services and provided leadership to a team of five managers. Edited quarterly publication for national distribution.

- Created a brand for the business which expanded sales by 300 percent
- Crafted the first strategic plan which reached 98 percent of projected goals
- Secured five-year contract for evaluation of \$18 million infrastructure grant of five institutions of higher learning including a medical school

North Carolina A&T State University, Greensboro, North Carolina • 1997-1998

A publicly funded land-grant university classified as a High Research Activity University by The Carnegie Classification of Institutions of Higher Education.

Vice Chancellor for Development and University Relations

Reporting to the Chancellor, I was responsible for all fundraising including annual, capital and planned gifts, marketing, public relations, alumni affairs, external and media relations, and congressional affairs. Additionally, I served as Executive Director of the Foundation.

- Re-established the Planned Giving Program which generated \$2M
- Developed marketing plan with new brand for institution
- Increased endowment by \$2M

Albany State University, Albany, Georgia • 1991-1997

A public four-year university offering bachelors, masters and specialist degrees.

Vice President for Institutional Advancement

Reporting to the President, I was responsible for all fundraising activities including annual, capital and planned gifts. Additionally, I supervised Grants and Contracts, Institutional Research and Planning including accreditation programs, and served as Director of Title III Programs.

- Established and conducted the first Capital Endowment Campaign
- Developed board-approved strategic plan whose prototype became model by the Board of Regents
- Increased unit's departments from two to seven and employees from 8 to 30
- Increased governmental funding from \$900K to \$2.5M annually

Norfolk State University, Norfolk, Virginia • 1988-1991

A public four-year university offering bachelors, masters and specialist degrees.

Vice President for Development and Executive Director of the NSU Foundation

Reporting to the President, I was responsible for all fundraising activities including annual, capital and planned gifts as well as special events. Additionally, I supervised Grants and Contracts and served as Director of Title III Programs. Also served as Executive Director of the NSU Foundation.

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- Established and conducted the first Capital Endowment Campaign
- Managed a foundation budget in excess of \$5 Million including investment portfolio.
- Increased governmental funding from \$1.2 M to \$3.5M annually
- Supervised Title III Programs targeted for accreditation which was achieved

Atlanta University, Atlanta, Georgia * 1985-1988

A private four-year institution offering bachelors, masters, specialists and doctorate degrees.

Executive Assistant to the President for Development and Alumni Relations

Reporting to the President, I provided general staff assistance in the overall institutional development program. I designed fund raising activities, identified and approached corporations, foundations, and others; and solicited individuals and alumni donors for the institution. Represented the institution and president at community functions and assisted in the development and implementation of institutional policies. Supervised the Placement Office, Alumni Affairs, and the Cooperative Education Office.

- Reduced the University's deficit by \$6 Million.
- Raised the largest amount received from alumni and friends in the history of the institution and established the first stewardship program.
- Served as a Loaned Executive to the Reagan Administration and increased governmental funding by 29%.

U. S. Equal Employment Opportunity Commission, Washington, DC/Atlanta, Georgia * 1979-1985

A regulatory agency of the federal government.

Designed, developed and implemented training needs for 4100 agency employees. Investigated, conciliated and settled complaints of employment discrimination filed under Title VII of the Civil Rights Act of 1964, as amended. Reviewed annual district office training plans for 41 field offices and established training priorities, devised curriculum and evaluation criteria for the overall agency training program.

- Developed four nationally recognized training protocols for the Agency.
- Reduced the Agency's charge case load by 12 percent.
- Headed three satellite offices for the Expanded Presence and Voluntary Assistance Programs.
- Made public appearances via television and radio to promote district and national headquarters presences and programs.
- Adjudicated systemic discrimination cases.

Positions prior to those listed above will be furnished upon request.

Part-Time Professional Experiences and Special Appointments

June 2001-January, 2005:

Chief Evaluator, Kresge Foundation of Battle Creek, MI C/O Southern Education Foundation, Atlanta, Georgia. \$18 million Initiative designed to improve advancement capabilities at five colleges and universities.

February, 1999:

U. S. State Department, United States Information Agency, Washington, D. C. – Chief Consultant to the University of Niamey, Niger, Africa.

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January, 1995 - Present:

THE UNION GRADUATE SCHOOL, Cincinnati, Ohio – Adjunct Professor of Higher Education, Public Administration and Management, Dissertation Advisor

June, 1986 - September, 1987:

U. S. ENVIRONMENTAL PROTECTION AGENCY, OFFICE OF THE ADMINISTRATOR, Washington, D. C. (Loaned Executive to Reagan Administration)

September 1982 - March 1984:

MORRIS BROWN COLLEGE, Atlanta, Georgia 30314 – Associate Professor of Education and Psychology.

Education

- 2006 Oxford Scholar, Oxford Roundtable, Harris Manchester College, Oxford, England.
- 1982 Doctorate degree in Administration and Policy Studies, Atlanta University, Atlanta, Georgia.
- 1979 Education Specialist degree in Interrelated Learning/Special Education, Atlanta University, Atlanta Georgia.
- 1978 Fulbright-Hays Fellow, Institute of Pernambuco, Recife, Brazil.
- 1974 Master of Arts degree in Educational Psychology/Elementary Education, Atlanta University, Atlanta, Georgia.
- 1972 Bachelor of Arts degree in Sociology, Morehouse College, Atlanta, Georgia.
- 1971 Charles Merrill Summer Fellow, University of Ghana, Accra, West Africa.

Professional Development

- Managing Construction Projects, Neighborhood Reinvestment Corporation, Washington, DC
- Project Directions for Construction Managers, Neighborhood Reinvestment Corporation, Washington, DC
- Planned Giving, National Association of Planned Giving Officers
- Effective Proposal Writing, Grantsmanship Center, Alexandria, VA
- Developing Fund-raising Plans Institute for Senior Advancement Officers, Council for Advancement Support of Education, Washington, DC
- Capital Fund Campaigns, Council for Advancement and Support of Education, DC
- Strategic Planning and Management/Total Quality Management
- Computers in Alumni and Development Operations
- Effective Employee Relations, U. S. Equal Employment Opportunity Commission, DC
- Systemic Charge Processing, U. S. Equal Employment Opportunity Commission, Washington, DC
- Basic Compliance Training, EEOC, Washington, D. C.
- Instruction for Lead Trainers, U. S. Office of Personnel Management
- Certification in Curriculum and Instruction, Georgia State University
- Certification in Gifted Education, State of Georgia
- Certification as Director, Special Education, State of Georgia
- Certification in Interrelated Learning, State of Georgia
- Certification in Administration and Supervision, State of Georgia

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Professional Memberships / Affiliations

- Member, Council Courts Redevelopment Board, The Housing Authority of the City of Huntsville, Alabama, 2007-09
- Lifetime Member, Alpha Phi Alpha Fraternity, Incorporated, Rho Eta Lambda Chapter
- Director, Huntsville/Madison County Chamber of Commerce, Huntsville, AL, 2006-10
- Director, North Alabama Council of Girl Scouts of America, Huntsville, AL, 2006-08
- Member, Advisory Board, Center of Excellence for Research, Teaching and Learning, Wake Forest University School of Medicine 2001-2006
- Member, Leadership Winston-Salem, Class of 2000. Co-chair of the Education Committee for 2000-2001.
- Member, Allocations Panel, United Way of Forsyth County, Winston-Salem, NC., 1999-2005.
- Member, Allocations Panel, Smart Start of Forsyth County, Winston-Salem, NC., 1999-2005
- Member, Executive Board, Leadership Greensboro, Greensboro, NC., 1999-2001
- Member, Board of Advisors, CASE/Association of Governing Boards/Society of Institutionally Related Foundations, 1998-2000.
- Member, Editorial Board, *Journal of Public Affairs and Issues*, 1998-
- Member, Leadership Greensboro, Class of 1997-98.
- Member, Board of Directors, University of Virginia, Council of Minority Research in Special Education, Charlottesville, VA, 1997-2000.
- Member, Leadership Albany, Class of 1992-1993.
- Executive Committee Member, Association of Fund-raising Officers, Inc., 1989-1990.
- Member, Executive Committee, Leadership Atlanta, 1985-1988.
- Chair, United Negro College Fund Telethon (Atlanta Campaign) Studio Volunteers 1986-1988.

Citations:

- Who's Who in Executives and Business, 1998-99.
- Who's Who Registry, Platinum Edition, 1992.
- International Directory of Distinguished Leadership, Second Edition.
- Who's Who Among Black Americans, 1989 and 1995.
- Personalities of the South, 1988.
- 5000 Personalities of the World, 2nd Edition.
- Who's Who in the South, 1988.
- Atlanta Journal & Constitution Newspaper, Cited as one of Atlanta's Most Outstanding Volunteers, July 3, 1983 Edition.
- International Register of Profiles, Eighth Edition.
- Outstanding Personalities in America, Second Edition.
- Who's Who Among American Special Educators, 1980.
- Outstanding Young Man of America, 1980 & 1982.

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Awards:

Outstanding Service Recognition as "Hardest Working President in Academia" by the Alabama A&M University Education Association, 2007.

Outstanding Service Award, Huntsville Education Association, 2007

Outstanding Service Award, Southwest Georgia Community Health Institute, Albany, GA, 1996

Distinguished Service Award, City of Albany, Albany, GA, 1995

Outstanding Community Service Award, Turner Job Corps, Albany, GA, 1994

Distinguished Leadership Award for Excellence in Educational Administration, American Biographical Institute, 1988

Outstanding Service Award, United Negro College Fund, 1986 and 1987

Regional Finalist, President's Commission on White House Fellowships, 1987

Most Outstanding Atlantan, 1986 (1 of 10 Selected)

Leadership Award in Education, Delta Sigma Theta Sorority (Atlanta Chapter) 1986

Special Service Award, Council for Exceptional Children, 1981

Alumnus of the Year, Atlanta University, Atlanta, Georgia, 1980

Teacher of the Year, Home Park School, Atlanta, Georgia, 1976

WSB Television and Radio Fellow, 1975 (1 of 4 Selected in Georgia)

Outstanding Service Award, Student National Education Association, 1972

Professional Conferences and Consults (Selected)

July-September, 2003	Steering Committee Member and Consultant, Schott Foundation, Boston, MA. "Initiative on Bringing Up Black Boys"
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May, 2000	Keynote Speaker, Vanderbilt University Alliance Project, "The State of America." Annual Conference, Atlanta, GA.
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February, 1998	General Chairman, CASE III Conference, "Framing the Future: Preparing for the New Millennium," Orlando, Florida.
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January - December 1996-1997	Chief Consultant, Georgia Department of Technical and Adult Education, Teacher's Academy.
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May, 1996	Commencement Speaker, Southwestern Christian College, Terrell, Texas.
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October, 1995	Presenter, 80th Annual meeting, The Association for the Study of Afro-American Life and History, Philadelphia, PA.
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- July, 1995 Chief Consultant, Presidents Training Corp, Center for Leadership Development and Research, Washington, D. C. Trained 18 college presidents on improving their infrastructure and acquiring federal grant support.
- September, 1994 Consultant, Project Success, Office of Special Education Programs, U. S. Office of Education and University of New Mexico. Trained recent grantees on effectively managing their grants based on standards required by the Federal government.

International Study/Travel Experiences

Ghana, West Africa, Paris, France, Ivory Coast, Africa 1971
Recife, Brazil, 1978
Tokyo, Japan and Rio de Janeiro, Brazil, 1983
Montreal, Canada, 1984
London, England, and Amsterdam, Netherlands 1985
Caracas, Venezuela, 1987
St. Thomas, Virgin Islands, 1988
Sa Juan, Puerto Rico, Tortola, British Virgin Islands, and St. Thomas, U.S. V.I., 1989
Hong Kong, Singapore, Frankfurt, Germany ; Brussels, Belgium and Paris, France, 1991
Guatemala City, Guatemala, St. Thomas, U.S. V. I., Santo Domingo, Dominican Republic, 1992
Nassau, Bahamas, Istanbul, Turkey and Athens, Greece, 1993
Hamilton, Bermuda, Hong Kong, Seoul, Korea, 1994
Cape Town and Port Elizabeth, South Africa; Bangkok, Thailand; Kuala Lumpur, Malaysia, and Jakarta, Indonesia, 1995
St. George, Grenada; Point-a-Pitre, Guadeloupe; Oranjestad, Aruba, and La Guaira, Venezuela, Santo Domingo, Dominican Republic, and St. Thomas, U.S. V. I., 1996
Toronto, Canada; Lisbon, Portugal; Barcelona and Madrid, Spain, 1997
Lima, Peru, and Rio de Janeiro, Salvador and Sao Paulo, Brazil, 1998
Niger, Africa and Caracas, Venezuela, Bridgetown, Barbados, St. Thomas, U.S. V. I., Phillipsburg, St. Maarten, Fort de France, Martinique, 1999
Panama City, Panama, Zurich and Geneva, Switzerland, and Johannesburg and Cape Town, South Africa, 2000
Montego Bay, Jamaica, Dominica, Bridgetown, Barbados, St. Thomas, U. S. V. I., Santiago, Chile, Montevideo, Uruguay, and Buenos Aires, Argentina, 2001
Port O Prince, Trinidad, St. Thomas, U. S. V. I., San Jose, Costa Rica, Kigali, Rwanda, Nairobi, Kenya and Kingston, Jamaica, Milan, Venice, and Rome, Italy 2002
Bridgetown, Barbados, Castries, St. Lucia, and Paris, France, 2003
Belize City, Belize, Georgetown, Grand Cayman Islands, London, England, Barcelona, Spain and Lisbon, Portugal 2004
Guatemala City, Guatemala, Freeport, Bahamas, Rome, Florence and Venice, Italy, 2005.
Oxford, England, Auckland, New Zealand, Melbourne and Sydney, Australia, 2006.
Dakar, Senegal, Cape Town and Johannesburg, South Africa, 2007
San Salvador, El Salvador, Roatan, Honduras, Belize City, Belize, Cozumel, Mexico, and Great Stirrup Cay, Bahamas, Quito and Guayaquil, Ecuador and Bogota, Columbia, 2008
San Juan, Puerto Rico, Basseterre, St. Kitts, Castries, St. Lucia, Charlotte Amalie, St. Thomas, Virgin Islands, St. Johns, Antigua, and St. Croix, U. S. V. I., 2009.

Publications (Selected)

Jennings, R. (2007) "Higher Education Must Fill the Void in Student Financial Management." *Diverse Issues in Higher Education*, October 17, 2007, 21:22.

Jennings, R., Orok, T., Coleman, P. and McDonald, A. (2007) "The Impact of the Base Realignment and Closure at Redstone Arsenal on the Huntsville/Madison County and Tennessee Valley Region." The Huntsville Chamber of Commerce, Huntsville, Alabama.

Enwefa, S. C., Enwefa, R., Jennings, R., Giles, G., Giles, F. (2004). "Educating students who have fetal alcohol spectrum disorders (FASD): challenges, trends, and opportunities in today's schools." National Association of African American Studies Health Monograph Series, Biddeford, ME: The University of New England.

Enwefa, R., Enwefa, S. C., Jennings, R. (2004). "Factors that affect aging within the elderly population in rural communities." National Association of African American Studies Health Monograph Series, Biddeford, ME: The University of New England.

Enwefa, R., Enwefa, S. C., Jennings, R., Giles, G., Giles, F., Okojie, F., Gaye, Z. (2004). "Portfolios in the Academy: Capturing excellence in teaching, research, scholarship, and service." National Association of African American Studies Education Monograph Series, Biddeford, ME: The University of New England.

Jennings, R. "Does Diversity Really Matter?" (May 2004). *Atlanta Christian Today Magazine*.

Jennings, R. "Focusing on the Future: Thinking Ahead is Not A Luxury, It's a Must." November, 2003. *Carolina Color.net*.

Enwefa, S., Jennings, R., Enwefa, R. (January 2003). "Teacher Competence for Artificial Intelligence in a Rural Mississippi School District." Alvares, M. and Silva, Alvares M. R. (Eds.) ACTAS-Centra de Linguistica Aplicada Ministerio de Ciencia, Tecnologia y Medio Ambiente, Santiago de Cuba.

Jennings, R. "Annual Checkups Still the Best Medicine." (March 2001). *Beyond Tomorrow*, Future Focus 2020 Babcock Graduate School of Management, Wake Forest University.

Jennings, R. "Losing Our Religion" (December 2000). *Beyond Tomorrow*, Future Focus 2020 Babcock Graduate School of Management, Wake Forest University.

Jennings, R. "Modern Medicine and Patient Expectations: Are We Ready?" (October 2000). *Minority Health Today*, Washington, DC

Jennings, R. "Framing the Future: A New Role for the Academy Leader." (Fall 1998). *Journal of Public Affairs and Issues*: Albany State University Press.

Patton, J., Jennings, R., and Bessant-Byrd, H. Secrets to Smarter Grants. (September 1996). Project Management and Evaluation. Project Success, University of New Mexico Press.

Jennings, R. "Class of 95: We're Depending on You." (June 29, 1995). *Black Issues in Higher Education*.

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Jennings, R. (Ed.) The Status of Black Men in America. (February 1994). Lawrence, Kansas: National Council of African American Men, Inc., The University of Kansas.

Jennings, R. (1990). "A Case for Faculty Development Programs at Colleges and Universities." Faculty Development Conference Proceedings. Kansas State University Press.